



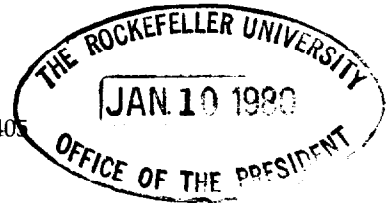
INDIANA UNIVERSITY

Administrative  
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Room 650

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Bloomington/Indianapolis  
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Bloomington, Indiana 47405

January 4, 1980



Dr. Joshua Lederberg, President  
The Rockefeller University  
1230 York Avenue  
New York, New York 10021

Dear Dr. Lederberg:

Thank you for your letter of November 29th and the material you enclosed on your organization. I sent copies of these materials to my co-author for his reaction before replying. We were both excited to learn of your institution's design for encouraging collaborative research.

Your comments concerning the prenatal periods of projects was very interesting for we received much anecdotal evidence from the more successful projects that prior knowledge of and familiarity with other research team members was a necessary if not sufficient condition for many successful efforts. I recall several comments from successful investigators to the effect that they would not even consider collaborative research with someone if they did not know them socially before hand.

I have included two related reprints which you may find helpful. My paper looked at the success fostered by centers and institutions while Dave Gillespie's paper focuses on the status issue as it affects preproposal management. Both Dave and I would be interested in your comments on these papers as well as your own views on these or related issues.

If you would be interested in any of my other papers on research team management, please let me know (list enclosed). ✓

Best regards,

Philip H. Birnbaum  
Assistant Professor of Management

PHB:rj  
Enclosures  
cc: David F. Gillespie